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MEMORANDUM FOR: ALL O/SI Personnel
 SUBJECT: Reorganization Plans

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1. In the past months, much effort has been devoted to a clearer identification of the mission, functions and responsibilities of the Office. As a result of this work, we now feel that all of the major Office responsibilities can be grouped under the following major areas of activity:

- a. Research and production.
- b. Guidance and support to collection.
- c. Applications of science and technology to the intelligence process.
- d. Coordination of scientific and technical intelligence activities.
- e. Administration, personnel, training and security.

2. At the present time, some progress has been made in each of these areas of activity. However, much remains to be done. For example:

- a. In the field of research and production, scientific intelligence objectives have been established and an Office research and production program developed. Continuous activity is required to improve and refine the existing Office program and integrate it with similar programs in other agencies.
- b. In the field of guidance and support to collection, the Office has barely scratched the surface of its potential accomplishments. If the Office is to discharge its responsibilities and produce meaningful intelligence, it must embark on an active program of guiding and stimulating all activities which may in any way lead to the better collection of scientific and technical intelligence. There is a need for a major Office program, properly conceived and staffed to get on with this critically important area of responsibility.

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c. The Technological Capabilities Panel, the Hoover Commission Report, as well as our own judgement, have all indicated a need for more "hard facts" in intelligence. Fundamentally, the acquisition of hard facts is a scientific and technical process. Such new methods of collection as ELINT, acoustical listening and infra-red tracking are ideas that have been developed in this area. The Office must now make a systematic and coordinated effort to come up with more new ideas, whereby science and technology can contribute to the solution of our pressing intelligence problems.

d. One of the basic responsibilities which differentiates CIA from the other intelligence agencies of the Government lies in the Director's responsibility for improving the over-all coordination of the national intelligence effort. The recent Hoover Commission Report commented specifically on the need for more aggressive action by CIA in this important area. Within the Agency, this Office has the responsibility for improving the coordination of community scientific and technical intelligence activities. Some progress is being made in this field through the SEC and JAEIC and through daily working liaison. However, we must look forward to greater efforts to become completely knowledgeable of all scientific and technical intelligence activities within the Government and to provide focal points for improving the over-all effort.

e. In many ways, our present administrative organization is functioning satisfactorily. However, in the important areas of career planning and in the development of systematic training policy, much remains to be done. In addition, it is desirable to centralize more of the Office activities in this field in one organizational component.

3. Having developed the foregoing concepts, plans are now being developed for providing the most useful organizational machinery and allocation of personnel to accomplish our objectives. In the course of this planning, we are seeking to better define areas of responsibility for all personnel, to utilize the many talents of the personnel within the Office to the maximum, and to achieve more effective functioning of the Office through a reduction in the span of control. Summarized briefly, the principal organizational changes planned are as follows:

a. The establishment of two Deputy Assistant Directors, [redacted] as the Deputy for Collection, responsible for establishing substantive goals and directing the performance of the Office in guidance and support to collection and in the applications of

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- 2 -

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science and technology to the intelligence process; [REDACTED] as the Deputy for Production, similarly responsible for Office [REDACTED] [REDACTED] in the fields of research and production. Coordination remains an across-the-board responsibility with much guidance provided by [REDACTED] as Chairman of the Scientific Estimates Committee. The present Production and Support Staffs will be strengthened and will function as heretofore under the personal direction of the two Deputies, with [REDACTED] as Assistant Chief of Support Staff and [REDACTED] as Assistant Chief of Production Staff. Administrative, personnel, training, security and related matters continue to be the centralized responsibility of the Executive Officer and his Administrative Staff.

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b. The establishment of a Fundamental Sciences Area (FSA) responsible for intelligence on the status of foreign science. This will be a large Area consisting of a number of branches covering each of the major fields of science, such as: physics and mathematics, chemistry, biology, and geophysics. In addition, there will be branches charged with intelligence on the status of foreign scientific resources including manpower, education, institutes and personalities. This Area will perform research and produce intelligence on the status of foreign science in accordance with the primary responsibilities assigned to the Agency by DCID 3/4. In addition, it will provide the indispensable scientific basis for estimates on the future weapons and technical capabilities of foreign nations. A Special Projects Branch will be included to cover ad hoc projects not falling directly into the responsibilities of any single Division. The present Chemistry, Biology, Scientific Resources and Scientific Analysis Divisions minus their applied sciences components, and the basic scientific components of the Physics and Electronics Division will be merged

c. The responsibilities of the Applied Science Division will be expanded to include [REDACTED]. It is anticipated responsibility for this critical area of technical intelligence will fit into the general pattern of the activities now carried on by that Division and should lead to improving and clarifying our relations with the other Agencies engaged in this field of intelligence. [REDACTED] will continue as Chief of the Applied Science Division.

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d. Continuation of an Electronics Division under [REDACTED] composed primarily of personnel now in P&E Division who are engaged

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in electronics as contrasted to fundamental scientific activities. In addition, the Electronics Division will have additional responsibilities in supporting the Technical Processing Center established under NSCID-17, National ELINT, and in providing the guidance and support to Agency activities in both ELINT and Electromagnetic

Furthermore, much of the internal Agency support to [REDACTED], the Agency ELINT Staff Officer, will be provided by the Electronics Division. [REDACTED] will have a small staff and will be administratively attached to the Office. In addition, he will serve as Special Assistant to the AD/SI.

e. The present Medicine Division will continue essentially as at present except that all [REDACTED] work now being done in that Division which does not have medical implications will be transferred to the Applied Science Division. [REDACTED] will continue as Chief of the Division.

f. Continuation of the Nuclear Energy and Guided Missiles Divisions essentially as at present, with perhaps some small augmentation in strength derived from personnel now working in those fields in other components of the Office. [REDACTED] and Colonel White continue as Division Chiefs, each with important responsibilities in supporting community coordinating mechanisms.

4. Summarized briefly, the foregoing will reduce the present nine Divisions within the Office to six components. Namely, Guided Missiles Division, Nuclear Energy Division, Electronics Division, Medicine Division, Applied Science Division and the Fundamental Sciences Area. We anticipate that this organizational structure will better define responsibilities and will provide all personnel in the Office with a better opportunity for effective work in their respective fields. No one within the Office should feel that he is in any sense being demoted, but rather that new opportunities are being created for all of us to work more effectively in a field of critical concern to the national security.

5. The foregoing is a brief summary of my present thinking, in which I have been ably assisted by many of you in the Office. I am confident that you will all cooperate fully in working out the details of this plan and in joining with me as we move forward to make the Office of Scientific Intelligence the most active and effective unit in the entire Agency.

[REDACTED]
HERBERT SCOVILLE, JR.
Assistant Director

Attachment:
Proposed Organization Chart

- 4 -